

Parramatta Comprehensive Section 94 Contributions Plan



Parramatta City Council

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Preamble

The City of Parramatta local government area (LGA) comprises over 60 square kilometres and is strategically located near the population centre of the Sydney metropolitan area. It's main centre, the Parramatta Primary Centre is the key regional centre serving Greater Western Sydney. In addition to employment in the Primary Centre, the LGA supports a range of land uses, the most significant of which are residential uses.

State Government and Council plans and policies have been prepared in order to sustain continued population and employment growth in the LGA. The resident population of the LGA is forecast to grow by approximately 48,000 between 1996 and 2021. In line with State Government policy, the worker population of the Primary Centre is forecast to grow by about 33,500 in the same period.

The growth in these populations will generate an increase in the demand for public facilities and services provided by Parramatta City Council. Incoming populations should make a reasonable contribution toward the provision of these new and/or augmented facilities. The plan supersedes Section 94 Contributions Plan No. 1 for Parramatta City Centre: Parking and Traffic; and Section 94 Contributions Plan No. 1: Open Space and Recreation and Community Facilities.

This plan describes the forecast future demands for public facilities and amenities in the City of Parramatta, the programs of works (projects) which will be implemented to meet these demands, the anticipated costs of these programs, and the bases for determining a reasonable apportionment of the costs to the incoming resident and worker populations.

Part A - Summary

A.1 Purpose of the Plan

The primary purpose of this plan is to enable Parramatta City Council to require a contribution towards the provision, extension or augmentation of public amenities and public services that will, or are likely to be, required as a consequence of development in the City of Parramatta Local Government Area.

A.2 Anticipated Development

It is anticipated that the Parramatta Local Government Area will accommodate increases to both its residential and Primary Centre worker populations over the period 1996 to 2021. The period begins in 1996 because outstanding fund balances and certain proposed works from Section 94 Contributions Plan No. 1 for Parramatta City Centre: Parking and Traffic; and Section 94 Contributions Plan No. 1: Open Space and Recreation and Community Facilities, are carried forward to this plan.

LGA resident population is forecast to increase by around 48,000 up to 2021. The plan assumes that growth will generally be evenly distributed throughout the Primary Centre, North West, North East and South precincts of the LGA.

The number of workers in the Primary Centre is anticipated to increase by around 33,500 up to 2021, in line with Parramatta CBD's strengthening position as Sydney's second centre.

These growth areas form the basis of the case for deriving contributions from new development which will go towards the provision of new and augmented public facilities to meet the needs of the incoming populations.

A.3 Need for Services and Amenities

The incoming population to the Parramatta will result in the need for augmented and/or additional:

- *traffic and transport facilities;*
- *open space, public space and recreational areas;*
- *community and cultural facilities; and*

- *other facilities (including water catchment management).*

Related to this will be the need to regularly review and update the plan's assumptions and works. Therefore, new development will also generate the need for planning, administration and management activities associated with this Section 94 Contributions Plan.

A.4 Summary of Works Schedule

The incoming populations will either partly or fully generate the need for new/augmented facilities. The facility delivery priorities of Council include:

Facility Category	Facility Delivery Priorities
Traffic and Transport facilities	Primary Centre traffic/transport and pedestrian safety, neighbourhood traffic management, bicycle routes
Open Space, Public Space and Recreation facilities	Primary Centre public domain, foreshore parks, major parks, local parks, cultural parks, playgrounds, pavilion improvement, playing fields, aquatic centres, bushland protection/enhancement, City of Trees, land acquisition
Community and Cultural facilities	Family centres, library augmentation, community centres, branch library upgrading, youth centres, town hall upgrades, skate parks, arts and culture, governance buildings and homelessness.
Other facilities	Flood management and water quality management
Rosehill Masterplan	Planning studies that have led to the preparation of the Rosehill Masterplan. The block bounded by James Ruse Drive, Weston Street, Arthur Street and Hope Street will accommodate increased residential densities as a result of this masterplan.

More detail on the facilities and the program for delivery are included in Section E.2 Works Schedule.

A.5 Summary of Section 94 Development Contribution Rates (Rates indexed on 26.10.11 based on quarterly CPI for September 2011)

Facility Strategy	Residential Development Contribution (\$)										Commercial Development Contribution (\$)	Retail Development Contribution (\$)
	Per Additional Subdivision Allotment or Separate Dwelling					Per Additional Multi-unit Dwelling					Per 1,000 square metres of net additional gross floor area	Per 1,000 square metres of net additional gross floor area
	Primary Centre	NW Area	NE Area	S Area	Other	Primary Centre	NW Area	NE Area	S Area	Other	Primary Centre	Primary Centre
Traffic and Transport	1,888.02	240.92	629.34	240.92	N/A	1,483.62	189.30	494.13	189.30	N/A	31,514.86	12,606.44
Open Space, Public Space and Recreation	4,963.42	4,963.42	4,963.42	5,573.09	N/A	3,898.94	3,898.94	3,898.94	4,378.33	N/A	12,830.16	5,131.82
Community and Cultural	586.33	454.79	497.81	462.17	N/A	461.48	358.91	390.88	362.61	N/A	771.17	308.46
Other	7.37	7.37	7.37	7.37	1,267.28	6.15	6.15	6.15	6.15	995.63	N/A	N/A
Plan Management and Administration	770.70	629.34	656.37	699.39	108.16	604.75	494.13	516.26	549.44	86.04	5,183.44	2,073.63
Total Contribution Rates (\$)	8,215.85	6,295.83	6,754.32	6,982.94	1,375.44	6,454.95	4,947.45	5,306.36	5,485.83	1,081.68	50,299.64	20,120.35
Rosehill Masterplan ³	N/A	N/A	N/A	N/A	661.03	N/A	N/A	N/A	N/A	662.24	N/A	N/A

- Notes:
- The average occupancy rates assumed for subdivision allotment/separate dwelling and multi-unit dwelling are 2.8 and 2.2 persons per dwelling respectively. Occupancy rate assumptions are based on the most recent available population projections data for Parramatta LGA. For further details refer to the *Background Paper: Development and Demographic Issues*.
 - Retail and Commercial development contributions are based on assumed employee densities of one worker per 50 square metres, and one worker per 20 square metres of gross floor area, respectively.
 - The Rosehill Masterplan rate will be levied in addition to the rate for residential development in the Primary Centre.
 - The Other (Water Management in Wentworthville) rate will be levied in addition to the rate for residential development in NW area.

A.6 *Structure of the Plan*

The Plan is arranged into four parts:

This part, Part A, provides a summary of the essential components of the Plan, including the basis for preparing a developer contributions plan, a summary of the public facilities and amenities which will be required and the current contribution rates for each of the public facility categories to be provided.

Part B of the Plan describes the Plan's management and administration. Part B defines the area affected by the Plan, its relationship to other plans, the operation of the Plan and the manner in which contributions are determined for each public facility category.

Part C of the Plan provides details of the need for the public facilities planned to be provided, including the expected development and population characteristics of the Parramatta Local Government Area and the plan for the delivery of required facilities.

Part D of the Plan provides details on the strategies to deliver each of the categories of public facilities, including the causal, spatial and temporal link between expected development and the facilities required, and the philosophy, standards and manner of facility and service delivery.

Part E of the Plan contains information which support the contents of Parts A, B, C and D.

Part B - Management of the Plan

1. Introduction

1.1 What is the Name of This Plan?

This Plan is called the Parramatta Comprehensive Section 94 Contributions Plan.

This Contributions Plan has been prepared in accordance with the provisions of Section 94 of the *Environmental Planning and Assessment Act 1979* and Part 4 of the *Environmental Planning and Assessment Regulations 1994*.

1.2 When does this Plan take effect?

This plan takes effect on 1 July 2002. Development applications assessed on or after this date will be subject to the provisions of this plan.

1.3 What is the Purpose of the Plan?

The primary purpose of this plan is to enable Parramatta City Council to require a contribution towards the provision, extension or augmentation of public amenities and public services that will, or are likely to be, required as a consequence of development in the Parramatta Local Government Area (LGA).

Other purposes of this Plan are to:

- provide an adequate level of public facilities and services in the Parramatta LGA as development occurs;
- ensure that the existing wider Parramatta City community is not unreasonably burdened by the provision of public infrastructure required (either partly or fully) as a result of the ongoing development and re-development of the Parramatta LGA; and
- provide a comprehensive and transparent strategy for the assessment, accounting and review of development contributions for the Parramatta LGA.

1.4 To What Area Does This Plan Apply?

The Contribution Plan applies to the area known as the Parramatta LGA, as illustrated in *Figure 1*.

The area has been divided into development or planning precincts. Development in each precinct will be subject to contributions for some or all of the public facilities and public amenities described in this plan, depending on the nexus between development and facilities.

The Works Schedule (Section E.2) identifies the land for which a contribution is required as a consequence of development taking place.

Contributions will be levied on:

- new residential development within the City of Parramatta LGA; and
- new commercial, retail and other development within the Parramatta Primary Centre – this precinct is defined in *Sydney Regional Environmental Plan No. 28 – Parramatta*.

Table 1.1 summarises the categories of public facilities and the sectors for which a contribution toward those facilities is payable:

Table 1.1: Summary of Contributing Precincts

Public Facility	Residential Development	Retail, Commercial and Other Development
Traffic and transport	All development precincts except North West	Primary Centre only
Community and cultural	All development precincts	Primary Centre only
Open space, public space and recreation	All development precincts	Primary Centre only
Other	As identified in Part D of the Plan	Nil
Plan management and administration	All development precincts	Primary Centre only
Rosehill Masterplan	In the masterplan area only	N/a

1.5 What is This Plan's Relationship to Other Plans?

This Plan supersedes *Section 94 Contributions Plan No. 1 for Parramatta City Centre: Parking and Traffic*; and *Section 94 Contributions Plan No. 1: Open Space and Recreation and Community Facilities*.

Contributions raised and paid under the auspices of the superseded plans will be directed towards the respective facility categories contained in this Plan. This Plan incorporates the outstanding fund balances of the superseded plans, as existing at the time of the plan's introduction.

Contributions levied under the superseded plans may be adjusted in accordance with movements in the Consumer Price Index. This circumstance would arise where the timing of payment of the contribution is

at least one year from the date of the development consent which contains the condition imposing the Section 94 Contribution(s).

This Plan is consistent with Council's current Management Plan and provides a means of implementing priority facilities and strategies adopted by Council for the provision of public facilities and amenities in the Parramatta LGA.

This Plan complements Council's various development control plans and policies. However, developers and owners should check other relevant plans and policies for further information and development standards that may relate to their site.

2. Administration of the Plan

2.1 How Does This Plan Operate?

In determining a development application, Council may impose a condition requiring the payment of a monetary contribution and/or the dedication of land in accordance with the provisions of this plan. The receipt and expenditure of development contributions will be monitored and managed by a financial model and a works database for the delivery of public amenities and services required as a result of the incoming resident and worker populations in the Parramatta LGA.

Information on the contributions received and monies expended on facilities described in this plan will be reported in Council's annual financial statements. A register of contributions received under this plan will be maintained and made publicly available by Council.

2.2 What is the Financial Model?

The Parramatta comprehensive Section 94 Contributions Plan utilises a financial model.

The purpose of the Section 94 financial model for Parramatta is to provide Council with a tool to calculate developer contributions and to allow Council to test the impact of changes to key assumptions to inform its decision making processes.

The discounted cash flow model is used to determine the contribution rate per additional resident or employee for each facility category. A simplified contribution formula used to determine contribution rates (taking into account the complexity of the model's arrangement of inputs) is described in *Section 2.3*.

The model consolidates all facility category works into one overall summary plan so that Council can obtain an overall picture of land acquisition, works, management costs and revenues across the life of the plan.

All necessary inputs to the model are made through the works database in a Microsoft Access database. The main components of the model are described in Section E.6.

The financial model includes the following inputs/parameters:

- Consumer Price Index (BIS Shrapnel Forecast);
- interest rate;
- discount rate (10 year bond rate BIS Shrapnel forecast);
- annual increase in land values ('Land Price Index');
- risk premium;
- annual capital costs;
- project management costs associated with capital works(council costs for works);
- management and legal costs for land acquisition;
- annual land acquisition; and
- annual rate of development.

The model is capable of demonstrating the cash flow implications of the assumptions contained within the Works Schedule.

The model allows for the contribution rates to be updated according to changes in the key assumptions in a manner that is clear, consistent across all facility categories and transparent. Periodic (that is, annual) review of the contributions plan is considered appropriate and will result in the various contribution rates being adjusted in line with changing financial parameters.

The model also allows Council to test the risk associated with changing circumstances. The model aims to minimise the risk associated with a Section 94 Contributions Plan by allowing Council some measure for considering the influences of capital costs, interest rates, and changes to levels of expected development. Provided that the model is regularly reviewed the risk associated with changes in the inputs/parameters is likely to be small.

2.3 What is the Contributions Formula?

Based on all of the inputs into the financial model, a generic contributions formula has been developed and applies for each of the public facility categories described in Part D of this plan. The financial model is the basis upon which contribution rates (per additional resident or additional worker) are determined. Current contribution rates are contained in *Section A.5* of the plan.

The contribution per additional worker / additional resident is determined by:

$$(RB + NPV(\text{discount rate, TE}) + CE) / RP$$

Where:

RB = previous year's reserve cash balance (includes any interest on positive balances or risk premium interest rate on negative balances);

NPV = net present value at a discount rate equivalent to BIS Shrapnel 10 year forecast;

TE = total expenditure over the remaining years (works and project management costs indexed to CPI, land costs indexed to Land Price Index);

CE = current year's planned expenditure for the particular facility category;

RP = remaining population to be accommodated in the plan area at the beginning of the previous year.

2.4 When Are Contributions Payable?

The amount of developer contributions will be determined as part of the assessment of a development application and will appear as a condition of approval on the respective development consent issued under Section 80 of the *Environmental Planning and Assessment Act 1979*. The notice will include a condition indicating the timing, amount of payment and the specific public amenity or service in respect of which the condition is imposed.

Dedication of land, provision of material public benefits or works in kind, payment of a monetary contribution is to be made prior to the issue of the construction certificate. In the case of subdivision, the contribution is to be made prior to the issue of the subdivision certificate.

Where a developer negotiates a material public benefit, works in kind or dedication of land in lieu of paying the monetary contribution required under this Plan, the developer must also pay Council's reasonable costs for the management of this contributions plan and its elements. Plan management costs are identified in *Section 2.6*.

The amount of any monetary contribution to be paid will be the contribution payable at the time of consent, and depending on when the development consent is acted upon, may be subject to reasonable adjustment due to movements in the financial indices and rates indicated in *Section 2.2*.

Deferred or periodic payment of contributions will not be accepted, unless it can be demonstrated to Council that:

- there is an advantage in regard to the provision of the public amenity or public facility; or
- the applicant, in Council's opinion, experiences circumstances of hardship.

Where Council allows a deferral of contributions an appropriate bank guarantee shall be secured for the amount of contributions to be deferred.

2.5 Dedication of Land

Council may, but is not obliged to, accept the dedication of land free of cost as an offset against the total monetary contribution applying to the development for Open Space, Public Space and Recreation facilities. Factors which Council will take into consideration when deciding whether to accept a dedication, in lieu of or as an offset against a monetary contribution, include:

- a) area, location, configuration and topography of the site;
- b) environmental considerations such as vegetation cover, soil condition, flood liability, bush fire risk, etc;
- c) accessibility, current use and improvements and availability of water supply and other utility services;
- d) the ability of the land once dedicated to be used for the purpose for which the contribution was originally sought;
- e) ongoing costs, including maintenance, remedial or other site costs;
- f) the zoning of the land, and specifically whether it has been identified in any plan as being suitable for open space;
- g) whether the land adjoins and existing or proposed area of open space and can readily and desirably be consolidated into that existing or proposed area at a later date;
- h) the land is of a reasonable size to permit a stand alone recreation facility (generally a minimum land size of 0.5 hectares is required) and where no existing land is zoned for or capable of providing recreation opportunities in the general vicinity of the proposed development; and
- i) Council considers the dedication appropriate in the exceptional circumstances of the case.

Generally, Council will only accept drainage channels and detention basins as part of land to be dedicated for open space/public space purposes where the land fulfils at least one of the criteria (f) to (i) and where the Council is satisfied that the recreation function of the area will not be compromised by its function as part of a drainage system.

2.6 Material Public Benefits and Works in Kind

Council may allow applicants to make a contribution by way of a material public benefit (for items not included in the Works Schedule) or by works in kind (for items included on the Works Schedule) as referred to in Section 94(5) of the *Environmental Planning and Assessment Act 1979*.

Council may, but is not obliged to, accept material public benefits or works in kind when:

- agreement is reached between the developer and Council as to the proposed material public benefit or works in kind;
- a monetary contribution in accordance with the Section 94 plan is unnecessary or unreasonable in the circumstances;
- the value of the material public benefits or works in kind is at least equal to the value of the monetary contribution assessed in accordance with the plan; and
- the material public benefits of all works in kind will not prejudice the timing or the manner of the provision of the public facility for which the contribution was required.

2.7 Review of Plan and Contribution Rates

The Contributions Plan will be reviewed at least on an annual basis, with the review to take place as soon as practicable following closure of financial year accounts. Annual reviews will monitor, where data is available:

- development activity in terms of latest information on net additional dwellings and the extent of recent Primary Centre commercial activity;
- likely development activity to be experienced in the future (where fresh research establishes modified projections for resident and worker populations);
- progress in the delivery of public facilities and amenities identified in the Works Schedule;
- modifications of facility concepts;
- changes in anticipated facility costs, facility timing and en globo land values;
- annual contributions and expenditure information;
- changes in financial parameters included in *Section 2.2* of this plan; and
- any other factors likely to affect the delivery of works identified in the plan.

Pursuant to Clause 32(3) of the Environmental Planning and Assessment Regulation 2000, Council may make certain minor adjustments or

amendments to the plan without prior public exhibition and adoption by Council.

2.8 Administration and Management Costs

The administration of Section 94 is an expensive task. Council employ staff on both a part time and full time basis who coordinate the implementation of Section 94 plans and works. In addition, consultant studies are often commissioned in order to determine design and costings of works, as well as to review the development and demand assumptions of the contributions plan. The need to prepare this plan has been generated by the expected future development of Parramatta LGA.

Council considers that the costs involved with administering Section 94 are an integral and essential component of the efficient provision of facilities demanded by development throughout the Parramatta LGA. Therefore, some of the costs of staff time and studies should be recouped from Section 94 contributions.

Costs associated with the ongoing administration and management of the Section 94 Contributions Plan will be levied on all applications occasioning a Section 94 contribution. These costs include the involvement by Council officers and Council representatives in the review, monitoring and updating procedures demanded by the plan. The costs for administration and management are assumed to be percentage rate of the costs of delivering items in the Works Schedule (*Section E.2*). The costs appear as a separate element in the Works Schedule and the contribution rate for 'Plan Administration and Management' is derived from the Financial Model. The current rate for Plan Administration and Management is five percent of the apportioned costs of Works Schedule items.

Project management costs and the allocation of a contingency amount associated with the delivery of public facilities will also be recouped under this plan. Project management costs include professional fees and Council officer supervision (including the administration of contracts) associated with the planning and delivery of facilities and relate to both land acquisition and capital projects. Many of the projects identified in the Works Schedule are at pre-feasibility stage and it is therefore difficult to accurately quantify the cost of works. For this reason, an amount for contingencies, equivalent to 15 percent of apportioned project cost, have been included. The costs are incorporated into each line item in the Works Schedule involving capital works delivery and/or land acquisition.

Where a Material Public Benefit (MPB) is negotiated between a developer and Council, the Plan Administration and Management levy will still apply. This amount will be deemed to cover not only plan review costs, but also Council's costs associated with negotiating the MPB and supervising work done by the developer related to the MPB facility.

2.9 Allowances for Existing Development

Contributions will be levied according to the estimated increase in residents or workers. An amount equivalent to the contribution attributable to any existing (or approved) development on the site of a proposed new development will be allowed for in the calculation of contributions. In assessing the contribution of existing development the following occupancy rates will be used:

- Dwelling houses and single vacant allotments – 2.8 persons per dwelling or lot.
- Other dwellings – 2.2 persons per dwelling.
- Commercial/office space – one employee per 20 square metres of gross floor area.
- Retail space – one employee per 50 square metres of gross floor area.

Part C – Need for Public Facilities

3. Development of Parramatta

3.1 Background/Context

The City of Parramatta local government area (LGA) comprises over 60 square kilometres and is strategically located near the population centre of the Sydney metropolitan area. Its main centre, the Parramatta Primary Centre is the key regional centre serving Greater Western Sydney. In addition to employment in the Primary Centre, the LGA supports a range of land uses, the most significant of which are residential uses.

State Government and Council plans and policies have been prepared in order to sustain continued population and employment growth in the LGA.

Parramatta has a diverse demographic profile both across the LGA as a whole and within individual neighbourhoods. The demographic profile has evolved over time mostly as a response to social change in the Australian population, but also partly as a response to the changing housing characteristics of the LGA. In 1996, Parramatta was culturally diverse and had a significant number of young children (0-9 years), declining numbers of older children and teenagers (10-19 years), significant and growing numbers of younger working age people aged 20-49 years, and increasing numbers of older persons (particularly those aged over 70 years).

In the future, it is difficult to accurately predict in what ways this composition will change and evolve. However it is likely that given Parramatta's emerging role as an employment and entertainment destination, the area can expect to maintain its significant numbers of young working age people.

Predictions of the level of the future population of the LGA vary enormously depending on the assumptions and the source. Most projections are based on various assumptions of future dwelling growth and household occupancy rates. It is reasonable to assume, however, that employment growth in the Primary Centre and Parramatta's location generally are likely to sustain continued multi-unit housing growth over the short, medium and long term.

The Parramatta LGA has a diverse employment base typical of a central metropolitan location, with retail, commercial, institutional, tourist and industrial businesses all represented. Despite workplaces being located within all precincts in the Parramatta LGA, it is the Parramatta Primary

Centre, comprising the City Centre, Westmead, Harris Park, Rosehill, North Parramatta, Camellia and Rydalmere precincts which contains the majority of local jobs.

3.2 State Government Planning

Parramatta CBD has been consistently identified in successive metropolitan plans since 1948 as a focus for commercial activities. The most recent metropolitan planning strategies issued in 1995 and 1998 identified the need to develop Parramatta further as a business and cultural activities centre, with significant increases in its share of total metropolitan employment.

The detailed expression of the State Government's planning policies for Parramatta are contained in *Sydney Regional Environmental Plan No. 28 – Parramatta*.

The REP addresses all land within the 'Parramatta Primary Centre'. The Parramatta Primary Centre includes six linked and complimentary precincts - City Centre, Harris Park, Government Precinct, Westmead, Rydalmere and Camellia precincts. Its extent is identified in *Figure 1*.

A Planning Strategy, Access Strategy and Action Plan have been prepared with the REP for these precincts.

Key objectives of the REP, Planning Strategy, Access Strategy and Action Plan include:

- creating employment opportunities for the Primary Centre to grow to a workforce of 90,000 with the city centre growing to 60,000;
- achieving a mode split for the journey to work to the City Centre of 60 percent in favour of public transport;
- accommodating a total of 8,000 residents;
- protecting Parramatta's rich heritage and promoting it as part of the city's identity; and
- creating a new public transport system to compliment the existing network. Regional transit corridors will provide improved links between the Primary Centre and the rest of the region.

While the State Government has identified the significance of Parramatta in terms of the role of the Primary Centre in accommodating growth, the remainder of the LGA is also significant in terms of accommodating infill residential development under the Metropolitan Urban Development Program. Over 3,900 net additional dwellings are forecast to be accommodated in the residential areas of the LGA in the five year period up to mid 2005.

3.3 Development and Planning Objectives

Objectives for the future development of the Parramatta Primary Centre and LGA as a whole are contained within the following key planning documents:

- *Sydney Regional Environmental Plan No. 28 – Parramatta*; and
- *Parramatta Local Environmental Plan 2000*.

The following lists the objectives of each plan which are of most relevance to this Section 94 Contributions Plan.

The planning aims for the Parramatta Primary Centre include:

- a) to provide a planning framework for Parramatta to fulfil its role as a primary centre in the Sydney Metropolitan Region;
- b) to recognise the unique range of land uses in the Parramatta Primary Centre and foster interaction between the six Precincts (the City Centre, Harris Park, Government, Westmead, Rydalmere and Camellia Precincts) to encourage their mutual development, while concentrating major commercial development in the City Centre Precinct;
- c) to facilitate improvements to accessibility and urban design throughout the Parramatta Primary Centre, while preserving and promoting the heritage elements of the region;
- d) to consolidate, simplify and update the planning controls for the Parramatta Primary Centre to give effect to the *Parramatta Regional Planning Strategy, 1999* and other related strategies;
- e) to support growth in the Parramatta Primary Centre by improvements to public transport, in the form of an integrated regional transport system,
- f) to conserve and promote Parramatta's heritage as a framework for its identity, prosperity, livability and social development;
- g) to develop a strong, diverse and sustainable economy drawing on and expanding the unique economic base of the Parramatta Primary Centre;
- h) to improve the quality of urban design and ensure the public domain is safe and attractive;
- i) to ensure development contributes positively to the quality of life of existing and future residents, visitors and workers through the provision of housing, employment and a range of services;
- j) to ensure ecologically sustainable development which produces positive gains in the quality of the ecological, social and economic environments, balancing present needs with the ability of future generations to meet their own needs. This includes adopting a precautionary principle to avoid uncalculated risk of environmental damage, and evaluating the full cost of decisions affecting the environment before making them;

- k) to promote and retain different kinds of housing, including affordable housing which supports a socially and culturally diverse residential population;
- l) to emphasise and interpret the role of the Parramatta River and its foreshore as an important natural focus and link through the Parramatta Primary Centre, recognising the symbolic and historic links between key heritage items and precincts created by this Plan.

The objectives for the development and planning for the LGA as a whole include:

- to encourage a range of development, including housing, employment and recreation, which accommodates the needs of the existing and future residents of the City of Parramatta;
- to provide opportunities for a range of housing types to accommodate the needs of the community;
- to foster environmental, economic, social and physical well-being so that the City of Parramatta develops as an integrated, balanced and sustainable city;
- to provide planning controls which contribute to, and facilitate economic growth and employment opportunities within, the City of Parramatta;
- to identify and conserve those localities which contribute to the natural, built and cultural heritage of the City of Parramatta;
- to improve access to the city and facilitate the maximum use of improved public transport;
- to minimise risk to the community in areas subject to environmental hazards, particularly flooding and bushfire, by restricting development in sensitive areas; and
- to protect and enhance the natural environment, including areas of remnant bushland in the City of Parramatta, by incorporating principles of ecologically sustainable development into land use controls.

3.4 Anticipated Development and Population Increase

Predictions of the future population of the LGA vary enormously depending on the assumptions and the source. Most projections are based on various assumptions of future dwelling growth and household occupancy rates.

Parramatta has historically produced a significant and consistent amount of multi-unit housing, particularly in neighbourhoods well served by public transport. Based on the Census of Population and Housing, during the 1986-96 period an average of 526 dwellings were added annually to the LGA's housing stock. Data collected from other sources for the period since 1996 suggest that the annual rate of dwelling provision has increased. Dwelling approval projections suggest that recent levels of provision will be maintained at least until 2004. Occupancy rates have generally been

declining since the 1970s. While this trends appears to be continuing for separate houses, overall occupancy rates within multi-unit dwellings increased during the 1986-96 period.

A recent report commissioned by Council to predict population growth (*Parramatta Demographic Projections 2000-2020* by Scott Carver Urban Planning) concluded that between:

- 26,600 and 55,600 additional occupied dwellings will be built; and
- 48,000 and 106,900 additional residents will be accommodated

in the Parramatta LGA between 1996 and 2020.

A review of other sources and the historic dynamics of the local housing market suggests that the medium and high projections in this report are likely to be ambitious and unsustainable. Assuming the low projections are realised, Parramatta is likely to accommodate approximately 34 percent more residents in 2021 than it did in 1996.

More information on the forecast population and employment growth in the Parramatta LGA are contained in the *Background Paper: Development and Demographic Issues* and within the *Parramatta City Council Management Plan 2001/02 – 2004-05*.

4. Meeting the Needs of the Population

4.1 Parramatta City Council Strategic Directions

To meet the needs of both the existing and incoming populations, Council has developed a vision for the LGA.

Council's vision for Parramatta City is 'the city at the centre of Greater Sydney - the best place to live, work, visit and invest'. To achieve this vision, the Council will strive to:

- facilitate sound urban design;
- create places for people;
- partner for economic development;
- care for the environment;
- be commercially viable; and
- be among the top performing local authorities in Australia (Parramatta City Council, 2000a).

Underlying the vision and these outcome areas, the principle of sustainability has been adopted by Council as a central goal, and is defined as:

- social progress that recognises the needs of everyone;
- effective protection and enhancement of the environment;
- prudent use of natural resources; and
- maintenance of high and stable levels of economic growth and employment.

Council's future focus for delivery of facilities and services, and therefore its administration of developer contributions, should accord with the vision and the principle of sustainability.

The completion of the Parramatta REP has signalled a period of anticipation and heightened strategic concern, as the Council and others initiate actions to enable the city, and most particularly the CBD, achieve its long term planning aims. To meet the future challenges, Council has restructured its activities into 'outcomes frameworks', to better match its management processes with the expectations of the community and to ensure best value customer driven services. The outcomes reflect the objectives that were developed as part of the REP.

A summary of the outcomes frameworks and key projects and strategies, derived from the latest Management Plan, are shown in *Table 4.1*.

Table 4.1: Outcomes and Strategies

Outcome Area	Outcome	Management Plan Strategies
Distinctive city	Parramatta City will be a vibrant, cosmopolitan and sustainable city	<ul style="list-style-type: none"> ▪ A world class public space at Civic Place ▪ Better designed places ▪ Improved planning system for Parramatta City ▪ Implementing the Regional Environmental Plan ▪ New facilities for Community use ▪ Place management and community renewal ▪ Provide improved facilities ▪ Enhancement to Parramatta City Centre/Public Domain.
Attractive city	Parramatta City will be a place where people choose to live, work, visit and invest	<ul style="list-style-type: none"> ▪ Local communities are maintained and developed ▪ Successful planning for our communities ▪ Safe and healthy place for residents, workers and visitors ▪ Cultural Parks improvement ▪ Parramatta City's culture and national heritage are identified, developed and made accessible to all ▪ Enhanced learning and information opportunities from technology ▪ Improved access to information for internal customers ▪ Quality resources provided and easily accessed.
Accessible city	People will move easily to and around Parramatta City using more sustainable forms of transport	<ul style="list-style-type: none"> ▪ Increased public transport, walking and cycling use in Parramatta City ▪ Better quality access for the Parramatta community ▪ Council's services accessible to people with disabilities ▪ Better quality of neighbourhood living and safety through reduction of traffic impacts ▪ Continuing good quality road, footpath, cycleways and other kerb infrastructure provision ▪ Safe environment for road users, pedestrians and cyclists in Parramatta City.
Enterprising city	Parramatta City will seize opportunities for smart growth	<ul style="list-style-type: none"> ▪ Retaining, fostering and attracting business to Parramatta City ▪ Promoting investment ▪ Promoting tourism.

Outcome Area	Outcome	Management Plan Strategies
Sustainable city	Parramatta City will have an improving quality of life now and for future generations	<ul style="list-style-type: none"> ▪ Effective regulatory enforcement ▪ Effective waste management service ▪ Improved environment through Bushland, Tree and Public Health Management ▪ Improved water quality through local catchment management.
Natural City	Parramatta City will protect and enhance its environment. Think globally and act locally.	<ul style="list-style-type: none"> ▪ Best practice environmental management and monitoring ▪ Areas of high biodiversity identified, protected and restored where necessary ▪ Improved visual amenity of streetscapes ▪ Reduce solid waste generation ▪ Improve local and regional air quality ▪ Improve the health of waterways in a manner which enhances ecological health while balancing the need to manage flooding.
Well Managed City	Parramatta City will be the best managed place in Australia	<ul style="list-style-type: none"> ▪ More efficient open government and participative leadership achieved ▪ Sound organisational and financial management ▪ Establishment of electronic information infrastructure to improve provision of customer services and information ▪ Organisational sustainability ensured by sound financial management ▪ Planning and management of services to improve the achievement of strategic outcomes ▪ Staff communication and development to improve service performance ▪ Assets and infrastructure that meet community needs managed by total asset management principles.

Source: Parramatta City Council Management Plan 2000/01 to 2003/04

More information on Council's strategic directions and facility planning philosophies is contained in *Background Paper: Facility Planning and Delivery* and within the *Parramatta City Council Management Plan 2001/02 – 2004-05*.

4.2 Community Aspirations

As part of the preparation of this plan, a review of the aspirations, needs and priorities expressed by the Parramatta community was undertaken. The review collected data from recent consultations including those carried out as part of the preparation of the Social Plan and draft Open Space Strategy and the periodic community survey on Council's performance. The review also involved commissioning of a survey of recent residents of multi-unit housing and of City Centre workers in an attempt to understand the facility priorities of the population groupings likely to be levied under this plan.

Key issues in regard to the future provision of facilities to emerge from the analysis include:

- attention should be given to the public domain in terms of its comfort for pedestrians (as walking and use of local centres are popular activities). This includes:
 - < safer footpaths and public places (most particularly in the City Centre);
 - < a continuation of implementing the improvements in the quality and image of the City; and
 - < protection, management and better facilities associated with bushland and waterways assets;
- attention to be given to the places/facilities that people frequent the most, including local shopping centres and pedestrian malls;
- provision of higher quality public space and facilities, rather than an emphasis on expanding the quantum or amount of facilities;
- flexible/more accessible building space for a range of community, cultural and indoor recreation uses;
- maintain the current standard of services managed by Council;
- implement effective mechanisms for meaningful involvement of the community in planning for new or upgraded facilities and services;
- a focus in the Primary Centre for improved facilities, building on the city's heritage; and
- address the negative effects of traffic.

More detail on the review of community aspirations can be found in *Background Paper: Development and Demographic Issues*.

The community aspirations have been used to inform the development of the Works Schedule (*Section E.2*).

4.3 Development Context and Demographic Profile

The demographic profile of the Parramatta LGA has been evolving in line with the City's land use development over time. Apart from the original and historic Parramatta settlement centred on the CBD, the Parramatta LGA grew as a suburban area of Sydney. Except for older settled areas located immediately around the railway stations at Granville, Merrylands, Guildford, Harris Park, Parramatta, Westmead, Wentworthville, Pendle Hill and Toongabbie, most of the City's housing and employment areas did not develop until after World War II.

As a result, much of the City's development is characterised by housing and employment built forms which reflect the tastes and demands of the time (that is, detached dwellings, strip neighbourhood shopping and

factory/warehouse areas). The corresponding demography of this area was characterised by couples with children, which was typical of the profile evident in the suburban areas of Australian cities in the period following World War II.

A more diverse household composition, including more one and two person households and single parent family households, as well as a general aging of the population have been the major emerging demographic characteristics of most capital city areas in Australia since the 1970s, including Parramatta. This was accompanied by stabilising and eventually declining household occupancy rates. As a result, the population growth in most established suburban areas stalled and even declined in the older areas.

Also since that time, as much of the vacant land in the Sydney region had already been fully developed for separate housing, redevelopment of land for multi-unit housing began on a significant scale. Many of the areas located close to public transport have long been redeveloped in this fashion. In the 1980s and 1990s areas more remote from rail public transport began to be developed for dual occupancy homes, villa homes and housing for the aged and disabled.

The areas containing concentrations of multi-unit housing have tended to attract households with fewer occupants. The housing areas in and immediately surrounding the Parramatta CBD have particularly attracted young working age professionals and couples. Separate houses remain dominant in the overall supply of housing stock in the LGA, however, areas predominated by these housing forms still contain a relatively high proportion of couples and single adults with children. This type of housing and household structure characterises most of the Parramatta LGA excluding the Primary Centre, although the structure is by no means uniform in these areas. Significant amounts of multi-unit housing is to be found outside the Primary Centre in Epping, Dundas, Telopea, Granville and Harris Park.

The Parramatta LGA's current and emerging demographic profile is characterised by:

- a significant number of young children (0-9 years);
- declining numbers of older children and teenagers (10-19 years);
- significant and growing numbers of younger working age people aged 20-49 years (comprising 47 percent of the LGA population in 1996); and
- increasing numbers of older persons (particularly those aged over 70 years);
- families with children represent the largest household type (comprising 54 percent of all households in 1996);

- a culturally diverse population with over 31 percent of the population being both born overseas and speaking a language other than English at home in 1996;
- educational achievement levels of residents are closer to those evident in the population of central and eastern parts of Sydney, than they are to those evident in Western Sydney; and
- significantly higher levels of people renting rather than purchasing or owning their home, than in other parts of Sydney.

More information on demographic and development attributes of Parramatta LGA, including current and emerging characteristics within the City's neighbourhoods, is contained in the *Background Paper: Development and Demographic Issues*.

4.4 Demand of Incoming Population

As a result of the review of environmental studies and plans carried out as part of the review of Section 94 contributions administration in 2001, a range of public facilities and public amenities have been identified as being required to satisfy the anticipated demands of the expected population. Such facilities and amenities will benefit both the current and future resident and worker populations of the Parramatta LGA and are required as a consequence of development taking place. Having regard to the level of facilities already available and the characteristics of the expected population, it will be necessary to provide additional and/or augmented:

- traffic and transport facilities;
- open space, public space and recreation facilities;
- community and cultural facilities; and
- other facilities.

Strategies for the delivery of these facilities and amenities are detailed in *Part D* of this plan.

The programs of works related to these facility categories are detailed in *Section E.2* of this plan.

Part D – Strategy Plans

5. Traffic and Transport

This section outlines the need and proposed strategy for delivering facilities. More information on facilities is contained in the document *Background Paper: Facility Planning and Delivery*.

5.1 Plan Objectives

This Strategy Plan identifies:

- the demand for traffic and transport facilities likely to be required as a result of the urban development and re-development in the Parramatta LGA; and
- the traffic and transport facilities which will be required to meet those demands (for which developer contributions could reasonably be charged).

5.2 Nexus between Development and Demand

5.2.1 Range of Nexus and Apportionment Descriptions

Within the scope of the range of facilities proposed to be provided in a physically and geographically diverse area such as Parramatta, the nexus between development and demand will depend on the type of facility provided, whether it relates to incoming residents or CBD workers (or both), and the reasonable contribution which new development as a whole should make toward the facility.

In most cases the basis for reasonable apportionment of facility costs is considered to be the incremental increase in the resident/worker population. A range of nexus statements and apportionment types are to be applied to the respective items in the Works Schedule. Explanations of nexus/apportionment types, including the respective proportions of the apportioned cost by precinct, are outlined in *Section E.3*.

5.2.2 Causal Nexus

New development in the form of new residential and employment-generating development is expected to occur in the Parramatta LGA in the future. Based on the most current research on projections, such

development is expected to result in the following net increases in the resident population of the LGA and the worker population of the Primary Centre precinct:

- 48,000 additional residents; and
- 33,500 additional workers,

which represent an increase over the existing resident and worker bases of 34 percent and 59 percent respectively.

Such increases in the populations in the LGA generally will result in increased travel demand and increased traffic flow.

The increased travel demand derived from the future development of the Parramatta will generate the need for:

- new and/or augmented traffic facilities to promote the permeability and connectivity of the road network to the surrounding arterial road system and within the local road network;
- the upgrading of road intersections and sections of roads to provide the required road network which promotes the efficient, safe and orderly movement of people and goods;
- the provision of facilities which minimise the amount of through traffic and regulate the speed of vehicles within the City's residential neighbourhoods; and
- the provision of facilities which promote reduced reliance on private motor vehicles (particularly for access to the Parramatta Primary Centre) and the use of more environmentally sustainable transport modes including public transport, cycling and walking, in line with State Government planning initiatives.

It is considered that the incoming population would require these facilities to be delivered to a standard at least equal to the level of service currently provided. Current general standards of provision have been used as a basis for developing the Works Schedule to address cumulative future needs contained in this plan.

5.2.3 Physical Nexus

The locations of traffic and transport facilities to be provided to meet the demands of the incoming population of the Parramatta are described in the Works Schedule (*Section E.2*).

The Works Schedule also describes the relationship between individual proposed projects and each project's link with the development precincts described in *Figure 1* of this plan.

Traffic and transport facilities which have a physical nexus with the incoming resident and worker population include the following:

- local area traffic management works, such as traffic calming facilities;
- road network and intersection upgrades;
- facilities for public transport; and
- facilities for cyclists and pedestrians.

5.2.4 Temporal Nexus

Proposed facilities will be provided over the period 2001 to 2021 and as development occurs. Comprehensive programs, such as implementation of the City Centre traffic management program and the regional bicycle facilities would be expected to be implemented gradually over this period. Local Area Traffic Management works may be expected to be implemented between 2001 and 2011.

The Works Schedule (*Section E.2*) shows the range of facilities, their cost and timing of provision.

Council acts on the basis of making commitments to projects on a list of contending projects as funds are available. Council considers the merits of a set of alternate proposals as part of the annual Management Plan budget planning process, and priorities are established accordingly. The timing of projects in the Works Schedule are therefore to be taken as indicative; programs will be revised in light of policy reviews, reflecting development trends and availability of funds.

5.3 Facility Strategy

5.3.1 Principles

This Facility Strategy is founded on the following principles:

- the Parramatta LGA will cater for the safe, efficient and orderly movement and transfer of people and goods to, from and through the area;
- the proposed traffic and transport network will have due regard to, and where possible integrate effectively with, the existing environmental amenity and environmental assets of the Parramatta LGA;
- the Road Transport Management Strategy will be compatible with and integrate with proposed land use in a manner which will best services the whole of the Parramatta area;
- the traffic and transport management strategy is to promote the environmentally sustainable transport modes including cycling, walking and public transport and should be planned in a manner which minimises reliance on the use of private motor vehicles; and
- ensure the existing community is not unreasonably burdened by the provision of infrastructure required as a result of the development.

5.3.2 Facility Provision

As a result of the outcomes of the Parramatta REP, Council's planning program has shifted to take more account of travel demand management and, in particular, encouraging greater use of non-private vehicle transport modes.

Key regional transport infrastructure proposals, intended to be implemented before 2010, have a significant impact on Council's approach toward traffic and transport planning generally. The State Government through its metropolitan and transport planning strategies (Department of Transport 1998 and Department of Urban Affairs and Planning 1998), intend to strengthen Parramatta's role as Sydney's second central business district. Key strategies include the Parramatta Rail Link connection to Chatswood and the provision of four new rapid bus-only transitways focused on Parramatta Railway Station.

Planning attention is therefore concentrated on the Parramatta City Centre defined in the REP, where in order to cater for the anticipated population and employment growth, a journey-to-work mode split target of 60 percent (for the City Centre) has been set for the year 2021. Council has been participating, and will continue to participate in activities to achieve this end, including:

- planning new infrastructure, for example, Parramatta Rail Link and transitways proposed in *Action for Transport 2010: An Integrated Transport Plan for* (Department of Transport 1998);
- preparing plans to encourage greater use of walking as a mode of travel and to provide for the needs of the mobility-impaired; and
- adjusting existing policies and programs toward a travel demand management approach.

Council will implement works to meet the needs of the incoming resident and worker populations in accordance with prevailing strategic traffic and transport priorities. Descriptions of strategic priorities follow.

Strategic Transport Planning – Local Government Area

Council currently does not have an overall single strategy for the local road network for which it is responsible. Decisions on funding for new construction and major maintenance are made using the data available in Council's Pavement Management System and its major Projects Rolling Works Program. A key program priority for Council is to improve the overall surface rating of the City's local road network. There is an existing backlog of works required to bring the network up to the desired standard. Given the existing backlog, there is limited scope for new development to reasonably contribute to these works.

Council's planning for bicycle use is directed by the Parramatta Bike Plan, where a range of local and regional bicycle routes and works have been

identified and begun to be implemented. The Roads and Traffic Authority and Department of Urban Affairs and Planning have historically provided partial or full funding for regional routes, while Council has and is likely to continue to be fully responsible for implementing local routes. Council will continue to implement bicycle network works in partnership with the State Government.

Strategic Transport Planning – Parramatta Primary Centre

Planning for vehicular transport needs of the Parramatta City Centre area has been guided since 1995, by the CITMAP traffic model. This model was used to test growth and transport scenarios for planning associated with the Parramatta Regional Environmental Plan, and was used as the basis for deriving a Works Schedule to cater for City Centre growth up to 2032. The works included in CITMAP are considered to be required entirely as a result of new development occurring, and therefore the incoming worker and resident populations of the Parramatta Primary Centre should be required to contribute to the full cost of these facilities.

Council has commenced a project called the Parramatta Transport Management and Accessibility Plan which will update CITMAP and have a more balanced transport focus. CITMAP will be updated to a new model CITRAN. CITRAN will be based on a Transport Management and Accessibility Plan (TMAP) for the City Centre. Elements of the TMAP include:

- transport objectives and outcomes, including mode split targets;
- existing transport and traffic situation;
- proposed development and cumulative effects – including estimated transport demand, public transport infrastructure and services, traffic effects;
- impacts of recent transport decisions on meeting employment and mode split objectives;
- transport management plan including parking policy (especially short-term), new infrastructure and services, staging for construction of transitways and Parramatta Rail Link and impacts on the City Centre, travel demand management and travel behaviour change, cycling/pedestrian strategies;
- funding opportunities including revised Section 94 contributions and additional developer contributions; and
- issues such as the feasibility of the provision of satellite car parking stations.

The completion of this new plan will address the current Works Schedule and would likely lead to a modified works list, resulting in the need to modify the Section 94 Works Schedule at that time.

Planning for pedestrian transport needs has been addressed through the production of the Public Domain Plan and the Pedestrian Access and Mobility Plan. These plans include projects which are to be progressively implemented to upgrade the pedestrian environment of the City Centre precinct.

Local Area Traffic Management

In response to residents' desires to limit through traffic intrusion and Council's need to prolong the life of road assets, several Local Area Traffic Management (LATM) schemes have been prepared. Schemes have been prepared for the neighbourhoods of Epping, Dundas Valley and Harris Park / Rosehill. Some works in these schemes have been implemented. The purpose of the works is to cater for the current and anticipated future traffic growth in these neighbourhoods in a manner which will maintain vehicle and pedestrian safety, limit the intrusion of through traffic and effectively and efficiently maintain transport assets.

6. Open Space, Public Space and Recreation

This section outlines the need and proposed strategy for delivering facilities. More information on facilities is contained in the document *Background Paper: Facility Planning and Delivery*.

6.1 Plan Objectives

This Strategy Plan identifies:

- the demand for open space, public space and recreation facilities likely to be required as a result of the urban development and re-development in the Parramatta LGA; and
- the open space, public space and recreation facilities which will be required to meet those demands (for which developer contributions could reasonably be charged).

6.2 Nexus between Development and Demand

6.2.1 Range of Nexus and Apportionment Descriptions

Within the scope of the range of facilities proposed to be provided in a physically and geographically diverse area such as Parramatta, the nexus between development and demand will depend on the type of facility provided, whether it relates to incoming residents or CBD workers (or both), and the reasonable contribution which new development as a whole should make toward the facility.

In most cases the basis for reasonable apportionment of facility costs is considered to be the incremental increase in the resident/worker population. For some facilities, such as the acquisition of land for open space in most areas, the full cost will be apportioned to the incoming population. A range of nexus statements and apportionment types are to be applied to the respective items in the Works Schedule. Explanations of the nexus/apportionment types, including the respective proportions of the apportioned cost by precinct, are outlined in *Section E.3*.

6.2.2 Causal Nexus

New development in the form of new residential and employment-generating development is expected to occur in the Parramatta LGA in the future. Based on the most current research on projections, such development is expected to result in the following net increases in the resident population of the LGA and the worker population of the Primary Centre precinct:

- 48,000 additional residents; and
- 33,500 additional workers,

which represent an increase over the existing resident and worker bases of 34 percent and 59 percent respectively.

Such increases in the populations in the LGA generally will result in increased demand for open space, public space and recreation facilities. The current and emerging demographic characteristics for the Parramatta LGA are discussed in *Section 4.3* of this plan.

Open space can be considered to include those areas which are in public ownership (Council-owned or Crown land) which have been (or is to be) set aside for use for recreation purposes. Public space is a more generic term which may be considered to include all open space plus all Council or Crown land which is available for general use by the public (for example, footpaths, malls, public buildings and other pedestrian-oriented areas). Public space also accords with what is generally meant by 'the public domain', although the definition can be expanded to include privately-owned public space, such as shopping centres, churches and the like.

The increased resident and worker populations derived from the future development of the Parramatta will generate the need for:

- public domain and public space works which enhance the pedestrian environment of the Parramatta Primary Centre;
- new/augmented public parks within the Parramatta LGA, including major parks, foreshore parks, local parks and parks of cultural or heritage significance;
- new/augmented recreation facilities including playgrounds, sports pavilions, sportsfields, skate parks and aquatic centres;
- new street tree planting; and
- works to upgrade the quality and useability of the City's bushland assets.

It is considered that the incoming population would require these facilities to be delivered to a standard at least equal to the level of service currently provided. Current general standards of provision and a review of expressed contemporary aspirations for the provision of facilities have been used as a basis for developing the Works Schedule to address cumulative future needs contained in this plan.

6.2.3 Physical Nexus

The locations of open space, public space and recreation facilities to be provided to meet the demands of the incoming population of the Parramatta are described in the Works Schedule (*Section E.2*).

The Works Schedule also describes the relationship between individual proposed projects and each project's link with the development precincts described in *Figure 1* of this plan.

Open space, public space and recreation facilities which have a physical nexus with the incoming resident and worker population include the following:

- public domain and streetscape upgrades;
- foreshore parks;
- major parks;
- local parks;
- parks which are of cultural heritage significance;
- recreation facilities within open spaces and public spaces (including playgrounds and skate parks);
- Council owned or managed bushland areas.

Facilities will be provided in locations where they can most effectively meet the needs of the surrounding population.

6.2.4 Temporal Nexus

Proposed facilities will be provided over the period 2001 to 2021 and as development occurs.

The program for projects will be planned in conjunction with Council's annual Management Plan, to take advantage of opportunities to utilise other funding sources such as grants which are offered on a year-to-year basis, or applications for special variations to general income which are subject to Ministerial approval. In all programs proposed to be implemented over the full life of the plan, the expenditure of Section 94 funds will be generally equal (in 2001 dollar terms) in each financial year period.

The Works Schedule (*Section E.2*) shows the range of facilities, their cost and timing of provision.

Council acts on the basis of making commitments to projects on a list of contending projects as funds are available. Council considers the merits of a set of alternate proposals as part of the annual Management Plan budget planning process, and priorities are established accordingly. The timing of projects in the Works Schedule are therefore to be taken as indicative; programs will be revised in light of policy reviews, reflecting development trends and availability of funds.

6.3 Facilities Strategy

Open space, public space and public recreation facilities are significant assets providing opportunities for the population to enhance their quality of life. Open spaces and public spaces have the following inherent qualities which are demanded by the population:

- they act as a buffer against urban developments;
- they provide habitat for flora and fauna;
- they link and consolidate natural areas; and
- they are a place for sports, recreation, play and outdoor activities.

Council's draft Open Space Strategy and Public Domain Plan (Parramatta City Council 2001) are the strategic documents which underpin the future delivery of open space, public space and recreation capital works. These are supplemented by reports relating to the provision of recreation facilities in the LGA.

Council's facility strategy relating to open space, public space and recreation comprises delivery of the following components:

- land acquisition;
- parks embellishment;
- public domain and public space;
- recreation facilities;
- 'Natural City' outcomes.

6.3.1 Acquisition

There remains a number of properties identified either in Parramatta's environmental planning instruments or otherwise identified by Council for acquisition for future open space purposes. Council will proceed to acquire parcels of land deemed significant to augment the City's open space network. Acquisitions will be made on an opportunity basis and considering the following priority order of needs:

- stand alone parcels that meet significant shortfalls in distribution and accessibility;
- linkages or crossings that add missing parcels in local/district corridors or overcome barriers to access;
- linkages that add missing parcels in regional corridors;
- expansion of existing parcels or corridors; and
- local and district open space managed by Council but in ownership of a third party (for example, DUAP).

Table 6.1 identifies the properties, and describes whether it is in an area deemed to have a sufficient or deficient quantum of local open space.

Table 6.1: Potential Open Space Acquisitions

Site Address	Property Description	Approx. Area Required (m ²)
Areas Deemed to have Sufficient Open Space Quantum		
Part 191 Kissing Point Road, Dundas	Part Lot 2 DP 333853	170
Part 193 Kissing Point Road, Dundas	Part Lot 1 DP 802716	180
78 Kissing Point Road, Dundas	Lot 1 DP 627628	970
Part 10 Hillside Crescent, Epping	Part 1 Lot C DP 344018	1,090
Part 1 Cocos Avenue, Eastwood	Part Lot 23 DP 8002	1,300
Part 3 Cocos Avenue, Eastwood	Part Lot 22 DP 8002	800
Part 7 Cocos Avenue, Eastwood	Part Lot 20 DP 8002	860
Part 19 Joseph Street, Rydalmere	Part Lot 2 DP 166683	450
Part 24 Joseph Street, Rydalmere	Part Lot 18 Sec B DP 6844	660
Part 87 Park Road, Rydalmere	Part Lots 4 and 7 DP 218063	280
Part 338 Victoria Road, Rydalmere	Part Lot 1 DP 208585 and Part Lot 3 DP 192533	3,300
Part 348 Victoria Road, Rydalmere	Part Lot A DP 155541	2,700
34 Onslow Street, Granville	Lot 29 Sec 3 DP 1250	670
137 George Street, Parramatta	Lots 1 and 2 DP 797090	1,940
1 Park Road, Rydalmere	Lot 681 DP 15160 and Lot 1 DP 575848	1,490
Part 24 O'Connell Street, Parramatta	Part Lot 1 DP 60588 and Part UP 13	4,000
Part 1 Boundary Road, Northmead	Part Lot 1 DP 128588 and Parts Lots 1 and 2 DP 212138	1,400
13a Boundary Road, Northmead	Lot 1 DP 541003	1,400
Part 17 Boundary Road, Northmead	Part DP 88836	3,000
Part 2 Crimea Street, Parramatta	Part Lot A DP 154623	120
4 Wellington Road, Granville	Lot 2 DP 205079	600
16 Wellington Road, Granville	Lot 2 DP 501090	900
18 Wellington Road, Granville	Lot 1 DP 501090	1,480
Part 152 Woodville Road, Merrylands	Part Lot 1 DP 848247	1,500
Part 27 Dixmude Street, Granville	Part Lot 133 DP 8821	1,500
Part 33 Dixmude Street, Granville	Part Lot A DP 403708	600
2 Bright Street, Guildford	Lots 27 and 28 Sec 4 DP 868	1,100
1a Yarrabee Road, Northmead	Lot 209 DP 801146	7,820
237 Briens Road, Wentworthville	Lot 1 DP 513 709	1,820
Areas Deemed to have Deficient Open Space Quantum		
Part 2 Morton Street, Parramatta	Part Lot 1 DP 817709	6,570
31 Prospect Street, Rosehill	Lot 1 DP 128372	1,000
Part 85 Thomas Street, Parramatta	Part Lot 13 DP 1239	800

Site Address	Property Description	Approx. Area Required (m ²)
Part 89 Thomas Street, Parramatta	Part Lot 15 DP 1239	720
Part 91 Thomas Street, Parramatta	Part 16 DP 1239	610
Part 93 Thomas Street, Parramatta	Part Lot 17 DP 1239	640
Part 95 Thomas Street, Parramatta	Part Lot 18 DP 1239	720
3 Mountford Street, Guildford	Lot 20 DP 6425	670
7 Mountford Street, Guildford	Lot 21 DP 6425	715
13 Grassmere Street, Guildford	Lot 19 DP 6425	610
15 Grassmere Street, Guildford	Lot 18 DP 6425	630

Some areas of Parramatta LGA are not particularly well served by local or district open space. A principle of Section 94 is that funds should not be used to make up for any facility shortfalls, and so this plan requires that the costs of proposed acquisition in such areas are not fully borne by the incoming population.

The areas affected include parts of:

- Wentworthville/Pendle Hill;
- Harris Park in the east-west corridor north of the M4 Motorway;
- Guildford/Merrylands/Granville, particularly west of Woodville Road;
- Ermington, along the Victoria Road corridor; and
- Epping and Eastwood, in the area around Midson Road.

The costs of both acquisition and embellishment of land have been considered in compiling the Works Schedule.

6.3.2 Parks Embellishment

For many years, Council has developed plans for the management and upgrade of its open spaces. Numerous master plans and plans of management have been completed which set the agenda for improvements to meet the needs of the current and future population of Parramatta. For more details on master plans, plans of management and planning studies which have been developed to guide the management and upgrading of Council's open space and recreation assets, please refer to *Background Paper: Facility Planning and Delivery*.

Generally Council will continue to implement embellishment capital works on a priority basis, based on a review of needs annually during the Management Plan process. Projects are intended to be grouped under the following programs and projects to be funded from Section 94 contributions should be considered as part of the annual planning process.

- Cultural Parks Improvement Program;

- Foreshore Parks Improvement Program;
- Major Parks Improvement Program; and
- Local Parks Improvement Program.

6.3.3 Public Domain and Streetscape

Until recently, there had been no particular focus or co-ordinated strategy for the management of Parramatta's public domain. While certain works had been carried out in the City Centre in an effort to create a pedestrian environment in keeping with a major commercial centre (most notably, Church Street Mall, 1986) facilities for pedestrians have largely been implemented in an ad hoc manner, usually tied to developments on private property. As a result the quality of the public domain in the city's pedestrian focus, the City Centre, is variable. The recently completed Public Domain Plan (Parramatta City Council 2001) is an attempt to articulate a coordinated approach to delivering a public domain worthy of Parramatta's status as 'Sydney's Second CBD'.

More recently, there has been a greater focus on the contribution of the public domain toward the quality and usefulness of public space in the city, particularly in the City Centre. Public domain is defined in the Public Domain Plan as the railway corridor, Council car parks, laneways, streetscapes, parks and reserves, waterways and river system, bridges, trees, footpaths, furniture, artworks and cultural artefacts. It also includes privately owned spaces including arcades, building forecourts and buildings with semi-public functions such as cinemas and theatres.

The Public Domain Plan describes a range of separate urban design projects to be considered for funding under a CBD Infrastructure Enhancement Program, as well as a series of high, medium and low priority actions. The high priority actions include:

- completion of the Church Street Action Plan;
- prepare and implement a street tree master plan;
- implement works that have a synergy with the Pedestrian Access and Mobility Plan (PAMP);
- review vehicular circulation in the City Centre placing an emphasis on pedestrian activity and safety; and
- implement a range of streetscape plans.

6.3.4 Recreation Facilities

Council's draft Open Space Strategy recommends that recreation facilities to be considered for inclusion in a Section 94 Contributions Plan should align with the following priorities:

- the proposed Works Schedule should follow the general principle of providing more specific infrastructure at higher level facilities, with more general, basic facilities at the lower level; and
- projects to be delivered in the short term should concentrate improving existing facilities including augmentation of sports facilities, amenities buildings, basic recreation facilities (for example footpaths, cycleways, seating, playgrounds), facilities at Council's leisure centres, providing facilities for special needs groups, interpreting cultural/natural heritage, improving access and links along rivers and creeks and improving safety and security.

These factors have been considered, where relevant, in the compilation of the Works Schedule.

In terms of facilities which are likely to generate need from the incoming populations, generally Council will continue to implement recreation capital works on a priority basis, based on a review of needs annually during the Management Plan process. Projects are intended to be grouped under the following programs and projects to be funded from Section 94 contributions should be considered as part of the annual planning process.

- Playground Improvement Program;
- Pavilion Improvement Program;
- Rebuild Playing Fields Program; and
- Major Recreation Facilities Program.

The provision of playgrounds and sports facilities such as pavilions and playing fields are considered fundamental for the maintenance of the quality of life desired in Parramatta by both existing and incoming populations.

Council's aquatic recreation centres are its most significant recreation facilities. Council operates two aquatic recreation facilities at Parramatta and Granville. The Parramatta facility is the most significant, attracting users from a regional catchment, including Primary Centre workers. Both facilities are reaching the end of their economic life and do not adequately serve community needs. Council has prepared plans to upgrade the facilities to meet current and future community expectations.

In 1999 Council commissioned a study of the future needs of the Granville and Parramatta Swimming Centres with the purpose of developing new fully serviced and adequately equipped, modern aquatic recreation facilities within the City of Parramatta.

Council has subsequently resolved to upgrade both facilities to achieve the following respective outcomes:

- Granville Aquatic Recreation Centre to be set better within its community and parkland precinct, keeping the main fabric of its significant historical façade, to create a much better and more attractive

all-year round facility with programmable space for the local community;

- Parramatta Aquatic Recreation Centre to “add value” to its existing open and parkland setting and to incorporate significant health and fitness components, programmable space, regular and high usage programs and classes, to be more relevant and appropriate as an all-year round leisure venue for Sydney’s Second CBD.

6.3.5 Natural City Outcomes

Council has carried out, and will continue to implement, a range of initiatives involving public space as part of its commitment to more holistic environmental management. These include the City of Trees and Bushland Protection and Noxious Weeds programs, the conversion of three diesel-powered vehicles to compressed natural gas, and various water quality, stormwater and drainage improvement projects along Parramatta River and its tributaries.

In the future, Council will continue to implement projects and programs in the following Natural City outcome areas:

- environmental management;
- biodiversity;
- waste management and minimisation;
- air quality;
- public health; and
- waterways.

Projects which would form the basis of ongoing programs to maintain and enhance the quality of life of both the existing and incoming population of Parramatta would include the following:

- water quality monitoring and reporting;
- water quality improvement;
- bushland protection and enhancement;
- City of Trees planting projects; and
- creek improvement and flood management projects.

Because of the catchment-specific nature of some of these works (and their resulting specific physical nexus), they are referred to in this plan under ‘Other Strategy Plans’ (see *Section 8*).

7. Community and Cultural

This section outlines the need and proposed strategy for delivering facilities. More information on facilities is contained in the document *Background Paper: Facility Planning and Delivery*.

7.1 Plan Objectives

This Strategy Plan identifies:

- the demand for community and cultural facilities likely to be required as a result of the urban development and re-development in the Parramatta LGA; and
- the community and cultural facilities which will be required to meet those demands (for which developer contributions could reasonably be charged).

7.2 Nexus between Development and Demand

7.2.1 Range of Nexus and Apportionment Descriptions

Within the scope of the range of facilities proposed to be provided in a physically and geographically diverse area such as Parramatta, the nexus between development and demand will depend on the type of facility provided, whether it relates to incoming residents or CBD workers (or both), and the reasonable contribution which new development as a whole should make toward the facility.

In most cases the basis for reasonable apportionment of facility costs is considered to be the incremental increase in the resident/worker population. A range of nexus statements and apportionment types are to be applied to the respective items in the Works Schedule. Explanations of the nexus/apportionment types, including the respective proportions of the apportioned cost by precinct, are outlined in *Section E.3*.

7.2.2 Causal Nexus

New development in the form of new residential and employment-generating development is expected to occur in the Parramatta LGA in the future. Based on the most current research on projections, such development is expected to result in the following net increases in the resident population of the LGA and the worker population of the Primary Centre precinct:

- 48,000 additional residents; and

- 33,500 additional workers,

which represent an increase over the existing resident and worker bases of 34 percent and 59 percent respectively.

Such increases in the populations in the LGA generally will result in increased demand for community and cultural facilities. The current and emerging demographic characteristics for the Parramatta LGA are discussed in *Section 4.3* of this plan.

The increased resident and worker populations derived from the future development of the Parramatta will generate the need for:

- augmented library facilities, including the provision of library materials and technology upgrades to meet the evolving information access needs of the community;
- new and/or augmented activity centres and facilities oriented to the incoming youth population (persons aged 15 to 24);
- establishment of arts and cultural facilities in keeping with Parramatta's developing role as Sydney's second CBD;
- upgrade of heritage-significant community and civic assets such as Parramatta and Granville town halls;
- the upgrade of Council's existing community centres to meet the changing needs of the community; and
- provision of facilities which meet the needs of families.

It is considered that the incoming population would require these facilities to be delivered to a standard at least equal to the level of service currently provided. Current general standards of provision have been used as a basis for developing the Works Schedule to address cumulative future needs contained in this plan.

7.2.3 Physical Nexus

The locations of community and cultural facilities to be provided to meet the demands of the incoming population of the Parramatta are described in the Works Schedule (*Section E.2*).

The Works Schedule also describes the relationship between individual proposed projects and each project's link with the development precincts described in *Figure 1* of this plan.

Community and cultural facilities which have a physical nexus with the incoming resident and worker population include the following:

- community centres and meeting spaces (including town halls);
- libraries;

- youth facilities;
- family centres; and
- arts and cultural facilities.

Facilities will be provided in locations where they can most effectively meet the needs of the surrounding population.

7.2.4 Temporal Nexus

Proposed facilities will be provided over the period 2001 to 2021 and as development occurs.

The Works Schedule (*Section E.2*) shows the range of facilities, their cost and timing of provision.

Council acts on the basis of making commitments to projects on a list of contending projects as funds are available. Council considers the merits of a set of alternate proposals as part of the annual Management Plan budget planning process, and priorities are established accordingly. The timing of projects in the Works Schedule are therefore to be taken as indicative; programs will be revised in light of policy reviews, reflecting development trends and availability of funds.

7.3 Facilities Strategy

This Strategy Plan proposes to meet the additional need for community and cultural services generated by the urban development and redevelopment of the Parramatta LGA by the provision of facility floor space and equipment. The ongoing resourcing of services which occupy and utilise floor space and equipment is outside the scope of Section 94 of the *Environmental Planning and Assessment Act*. Recurrent funding for community services will need to be found from other sources.

Community and cultural services refers to a range of facilities which support community and cultural development throughout the City which Council has some involvement in providing. In the Parramatta LGA context, they have traditionally included:

- town halls;
- community and youth centres;
- child care centres;
- early childhood centres;
- public libraries; and
- cultural centres, such as Parramatta Riverside Theatres.

In the future, the philosophy of the delivery of community and cultural facilities will focus on:

- improved utilisation of existing services;
- expanding the role of existing facilities;
- developing new facilities where required; and
- linking other service providers with Council facilities.

There is difficulty in deriving a long term plan for the delivery of community and cultural services because of their traditional reliance on funding from the various tiers of government. Notwithstanding, based on a review of Council's strategic community and cultural facility priorities and its desire/ability to deliver local services, it is considered that the needs of the incoming population will be best met by provision of the following:

- community centres and meeting spaces;
- libraries and information centres;
- youth facilities;
- family centres; and
- arts and cultural facilities.

7.3.1 Community Centres and Meeting Spaces

To address both current and future needs, Council will augment the facilities associated with its community centres located at Ermington, Dundas, Wentworthville and Guildford. Planning for the upgrade of these centres will be based on the objective of providing a greater amount of flexible, multi-purpose floor space for a wide range of community pursuits.

Heritage-significant community assets which perform a community assembly function, such as Parramatta and Granville Town Halls, will be conserved and facilities improved in accordance with conservation management plans.

7.3.2 Libraries and Information Centres

Council provides access to a range of information services and programs that promote a well informed, culturally and socially aware community. It plays a vital role in enhancing the Parramatta community's quality of life, understanding of the local community and contribution through education and research to society (Prosperity outcome).

Council's key facilities in this regard include:

- Central and branch libraries; and
- Heritage Resource Centre.

Council's library and visitors information services have always placed a high importance on promoting open information exchange with the community. This will continue in the future. Council will upgrade facilities at its existing libraries in a manner which responds to the community's evolving information needs.

The Heritage Resource Centre will extend this open interactive approach. It will focus on Parramatta as an open air museum, enabling visitors to discover its rich local history through lively displays, interactive access to archaeological artefacts, public programs, multi-media, archival and local studies collections.

Access to Council services information will also be made more open to the community through the establishment of an integrated customer service information centre, the greater use of technology, and the trial of the libraries as a provider of customer information and services.

Council's existing branch library facilities do not have adequate capacity to accommodate the increased demand which will arise with additional development and population in Parramatta and Council plans to augment these facilities.

7.3.3 Youth Facilities

There is currently no purpose-built facility for Parramatta's youth, managed by the Council. Council has recognised a need to provide such facilities.

Council has committed funds to provide a youth facility in the Granville area. The project will be provided by funding from various sources, including donations. A youth facility is also proposed to be provided in the Primary Centre, while the existing facility in Harris Park is proposed to be augmented. Other facilities may be planned and implemented according to need.

Council will also provide skateboard and roller-blade facilities in various neighbourhoods.

7.3.4 Family Centres

In the past, delivery of community facilities in relation to families has concentrated on childcare centres. However, the needs of the population are much more diverse than this and it is now necessary to plan with maximum flexibility for this sector of the population.

Issues raised in consultations with the community include:

- lack of child care close to public transport;
- lack of out of school hour care centres;
- lack of early intervention and support services; and

- lack of play groups.

In order to provide for these needs, Council is likely to implement a coordinated approach via the provision of 'family centres'.

The concept of family centres is designed to overcome the difficulties families face in trying to access such a wide range of resources. A family centre would be flexible in catering for the specific needs of the incoming population – whether it be access to work related child care, counselling for parents, facilities for family support groups, individual relationship counselling, early intervention services, resource libraries, rooms for play group, occasional/long day care and for out of school hours care, or a mixture of any or all of the above.

This concept links to the focus and initiatives related to child and family support being introduced at both State and Federal levels.

It is considered that the need for this type of facility will become more evident with the growth in the Primary Centre particularly, and the LGA in general. Located within or on the perimeter of the City Centre would enable usage by families in new developments in the Primary Centre as well as other areas in the LGA.

7.3.5 Homelessness

A range of qualitative and quantitative material indicates that there are increasing numbers of homeless people accessing services in Parramatta as well as being increasingly present in the public domain. Parramatta as the second CBD in Sydney, is increasingly becoming more expensive as new buildings and public spaces are being developed. These developments create increases in rent, which in turn makes it less possible for service providers to provide services for homeless people in central places.

Council officers have researched the possibility of showering/toilet and storage facilities in the CBD. This is in response to calls from a range of people consulted through the exhibition of the draft Homelessness Strategy for such a facility. A number of service providers will need to relocate or refurbish as a result of development in the city. This would provide an opportunity to incorporate such facilities.

It is estimated that \$85,000 would be required to provide shower/toilet/storage facilities. This could be in partnership with service providers as part of a new development throughout the city and could include storage integrated into either public art or infrastructure.

8. Other Strategy Plans

8.1 Plan Objectives

This Strategy Plan identifies:

- the demand for facilities (apart from those described in *Sections 5 to 7* of this plan) likely to be required as a result of the future urban development of certain catchments within the Parramatta LGA; and
- the public facilities and amenities which will be required to meet those demands.

8.2 Water Management

8.2.1 Nexus between Development and Demand

Causal Nexus

Future residential development in the following water sub-catchments will result in the need to manage stormwater run-off in the sub-catchments both up and down stream of development:

- North Wentworthville

This facility strategy seeks to manage the quantity and quality of stormwater runoff emanating from the future urban development of these sub-catchments in order to protect properties from flooding and to safeguard the integrity of ecosystems in the catchment.

It is anticipated that the sub-catchments will accommodate the following increase in residential development in the future:

Sub-Catchment	Current Residential Development	Anticipated Projected Development	Incremental Increase (%)
North Wentworthville	750 dwellings	1,500 dwellings	100%

The projected increase in dwellings is approximately 100 percent, however it is not likely that the amount of impervious area would increase to the same degree. It is therefore unreasonable to levy new development 100 percent of the cost of works and an appropriate discount factor of 50 percent should be applied. Thus new developments should be levied 50 percent of the works cost.

Management of the quantity and quality of stormwater run-off emanating from new development in the sub-catchments is required to:

- protect down-stream properties from local flooding as a result of development of the sub-catchment;
- enhance long-term environmental protection of the receiving waters including Parramatta River, Lane Cove River and Duck River;
- conserve and maintain integrity and quality of remnant native vegetation along creeklines to provide a functioning habitat for birds and native flora;
- protect and restore a range of aquatic habitats within the creeks; and
- provide for environmentally sustainable use of creekline corridors.

It is considered that the incoming population would require these facilities to be delivered to a standard at least equal to the level of service currently provided. Current general standards of provision have been used as a basis for developing the Works Schedule to address cumulative future needs contained in this plan.

Physical Nexus

Water management facilities to be provided to meet the demands for water management caused by new urban development are shown in the following water sub-catchments:

- North Wentworthville

The development areas affected by the water management strategies contained in this plan and which are therefore subject to a contribution under this plan are identified in *Figure 2*.

8.2.2 Temporal Nexus

Proposed facilities will be provided over the period 2001 to 2021 and as development occurs.

Council acts on the basis of making commitments to projects on a list of contending projects as funds are available. Council considers the merits of a set of alternate proposals as part of the annual Management Plan budget planning process, and priorities are established accordingly. The timing of projects in the Works Schedule are therefore to be taken as indicative; programs will be revised in light of policy reviews, reflecting development trends and availability of funds.

8.3 Facilities Strategy

The Facilities Strategy for water management in the various sub-catchments may include the following components:

- stormwater detention; and
- water quality monitoring.

The range of works proposed in each of the sub-catchments are identified in the following planning studies/reports:

Sub-Catchment	Relevant Study
North Wentworthville	North Wentworthville Floodplain Management Study Final Report (Brewsher Consulting August 1998)

The total cost of facilities for the respective sub-catchments appears in the Works Schedule (*Section E.2*).

9. Plan Management and Administration

9.1 Plan Objectives

This Strategy Plan identifies the demand for resources to be applied to management and administration of the Section 94 Contributions Plan to ensure that the plan's key assumptions are regularly updated.

9.2 Nexus between Development and Demand

The administration of Section 94 is an expensive task. Council employ staff on both and part time and full time basis who coordinate the implementation of Section 94 plans and works. In addition, consultant studies are often commissioned in order to determine design and costings of works, as well as to review the development and demand assumptions of the contributions plan.

Council considers that the costs involved with administering Section 94 are an integral and essential component of the efficient provision of facilities demanded by development throughout the Parramatta LGA. Incoming resident populations to the LGA as a whole and incoming worker populations to the Primary Centre should pay a reasonable contribution towards costs associated with the management and administration of this plan.

At the time of preparation of this plan, it was determined that five percent of all Section 94 Contributions payable over the life of the plan is a reasonable contribution toward management of administration activities. The breakdown of contributions by precinct is contained in *Section E.3*.

Management and administration of this plan will be ongoing throughout the life of the plan. Resources will be required to be expended to undertake an annual review of key assumptions as well as to commission facility planning and demand studies from time to time. Studies that influence or refine the Section 94 Plan will also be included in this item. The indicators/assumptions to be considered in the regular review of the plan are identified in *Section 2.2*.

9.3 Facilities Strategy

Council staff accountable for facility/service planning and delivery, or their delegates, will be involved in reviewing/updating the plan. This may include the annual review of assumptions or review of the Works Schedule or latest information on community attitudes to ensure that facility planning best reflects contemporary community

needs. From time to time, this may extend to engaging specialist consultants (such as planning and valuation specialists) to carry out studies in order to either research changes in the plan's assumptions or better understand the changing community profile of Parramatta.

9.3.1 "Councils On Line"

The "Councils on Line" project is an integrated computer solution to the enormous diversity of Council's computer requirements. The completion of this project will assist Council in the orderly planning, management, and delivery of services to existing and new residents of Parramatta. The S94 framework will enable Council to levy contributions for the capital component of the programme. The cost of this is estimated to be \$1.4M. As the delivery of the programme will benefit both the existing and new population, Council can only reasonably levy for the proportion that represents new population over the life of this Plan.

9.3.2 Rosehil Masterplan

In response to the provisions of Sydney Regional Environmental Plan 28 (Parramatta REP), Council commissioned a masterplan for the block bounded by Arthur, Weston and Hope Streets as well as James Ruse Drive. The masterplan envisages the potential of approximately 276 new dwellings in the precinct. The cost of the preparation of the masterplan is a cost that will be recouped by way of Section 94 contributions specifically for new development within that masterplan area. The cost of the preparation of the masterplan is \$60,000 which will be recouped entirely through Section 94 contributions.

Part E – Supporting Documents

E.1 List of Relevant Background Information

Background Papers

PPK Environment & Infrastructure (2001), *Parramatta Section 94 Contributions Plans Review Background Paper No. 2 - Facility Planning and Delivery*

PPK Environment & Infrastructure (2001), *Parramatta Section 94 Contributions Plans Review Background Paper No. 1 – Development and Demographic Issues*

General References

Australian Bureau of Statistics (1997), *Census of Population and Housing 1996*

Clouston (2000), *Parramatta Open Space Strategy*, Draft report

Department of Planning (1995), *Cities for the 21st Century*

Department of Planning (1988), *Sydney Into Its Third Century*

Department of Planning (1998), *IT Action for Transport: An Integrated Transport Plan for Sydney*

Department of Transport (1998), *Action for Transport 2010: An Integrated Transport Plan for Sydney*

Department of Urban Affairs and Planning (1998), *Shaping Our Cities*

Department of Urban Affairs and Planning (1999b), *Shaping Western Sydney*

Department of Urban Affairs and Planning (1999c), *1999 Metropolitan Urban Development Program Regional Consultations*, Vol 9, No. 3 December 1999

Department of Urban Affairs and Planning (1995), *Population Projections: Sydney Region Local Government Areas 1991-2021, 1995 Revision*

Department of Urban Affairs and Planning, Parramatta City Council, NSW Heritage Office & Department of Transport (1999), *Parramatta Regional Environmental Plan*

IRIS Research Ltd (2001), *Parramatta City Council Community Survey, Final Report*

Parramatta City Council (1996), *Section 94 Contributions Plan No. 1: Open Space and Recreation and Community Facilities*, adopted by Council 26 February 1996.

Parramatta City Council (1998), *Section 94 Contributions Plan No. 1 for Parramatta City Centre: Parking and Traffic*, adopted by Council 27 April 1998.

Kinhill Pty Ltd (1998), *Parramatta Primary Centre – Economic Development Study*, Final Report, prepared for Parramatta City Council.

Parramatta City Council (2000a), *Management Plan 2000/01 – 2003/04*, Parts One and Two

Parramatta City Council (2000b), *Draft Parramatta Social Plan 2000/01 – 2004/5*

Parramatta City Council (2000c), *Application for Ministerial Approval for Special Variation to General Income*, June 2000

Parramatta City Council (2001a), *Public Domain Plan*, draft version, March 2001

Parramatta City Council (2001b), *Parramatta City Centre Parking Plan*, draft version, March 2001

Parramatta City Council (2001c), *Parramatta City Centre Development Control Plan*, draft 19 February 2001

Parramatta City Council (2001d), *Pedestrian Access and Mobility Plan*

Parramatta City Council (2001e), *Management Plan 2001/02 – 2004/05*

Scott Carver Urban Planning (2000), *Parramatta Demographic Projections 2000-2020*, Prepared for Clouston Landscape Architects.

State Planning Authority (1968), *Sydney Region Outline Plan*

Transport Data Centre (1999), *Sydney Landuse Model*

Open Space and Recreation Plans

All Saints Cemetery (North Parramatta) Landscape Masterplan (Draft 2001)

Aquatic Recreation Centres Planning and Feasibility Study (Draft 2001)

Arthur Phillip Park (Northmead) Landscape Masterplan (2000)

Belmore Park (North Parramatta) Landscape Masterplan (1997)

Binalong Park (Toongabbie) Landscape Masterplan (1997)

Boronia & Duncan Parks (Epping) Landscape Masterplan (1997)

Bruce Cole Reserve (Winston Hills) Landscape Masterplan (1997)

Caber Park (Winston Hills) Landscape Masterplan (1997)

CBD Public Domain Plan (2001)

Campbell Hill Pioneer Reserve (Granville) Landscape Masterplan (1999)

Community Services Plan - Community Use of Open Space in Parramatta (1994)

Community Services Plan - Open Space in Parramatta (1994)

Community Services Plan - Playgrounds in Parramatta (1994)

Community Services Plan - Recreation Facilities in Parramatta (1994)

Community Services Plan - Sports in Parramatta (1994)

Duck Creek Open Space Network (Granville) Landscape Masterplan (Draft 2001)

Dundas Park (Dundas) Landscape Masterplan (2001)

Eccles Park (Ermington) Landscape Masterplan (1997)

Granville Park (Merrylands) Landscape Masterplan (1997)

Granville Town Hall Conservation Management Plan (2000)

Harris Park Cultural Landscape Masterplan (1999)

Illoura Reserve (Granville) Landscape Masterplan (1997)

Jubilee Park (Parramatta) Landscape Masterplan (2000)

McCoy, Sue Savage & Reynolds Parks (Toongabbie) Landscape Masterplan (1999)

Old Post Office Reserve (Winston Hills) Landscape Masterplan (1997)

Ollie Webb Reserve (Parramatta) Landscape Masterplan (1997)

Parramatta River Foreshores Reserves Concept Plan and Management Strategy (1994)

Parramatta Town Hall Conservation Management Plan (1997)

Plan of Management (94/1) - Garside Park Granville (1998)

Plan of Management (95/1) - Norford Park South Granville (1996)

Plan of Management (95/3) - North Parramatta Regional Sports Complex (1996)

Plan of Management (96/1) - General Parks and Land for General Community Use (1996)

Plan of Management (96/2) - Foreshore Parks (1996)

Plan of Management (96/3) - Sportsgrounds (1996)

Plan of Management (96/5) - Ponds Subiaco Watercourse and Bushland Reserves (1997)

Plan of Management (96/6) - Lake Parramatta Reserve (1999)

Plan of Management (96/7) - Edna Hunt Sanctuary Epping (1997)

Plan of Management (98/1) - Galaringi, Cox Park, Dandarbong Reserve and Eric Mobbs Memorial Park (Draft 2000)

Plan of Management for Three Historic Cemeteries at North Parramatta (1994)

Prince Alfred Park - Site Analysis & Evaluation Report (1994)

Ray Marshall Reserve (Granville) Landscape Masterplan (1997)

Rosella Park (Harris Park) Landscape Masterplan (1999)

Rydalmere Park (Rydalmere) Landscape Masterplan (2000)

Thomas Wemyss Reserve (Ermington) Landscape Masterplan (1997)

Timbergetters Reserve (Winston Hills) Landscape Masterplan (Draft 2000)

Upjohn Park (Ermington) Landscape Masterplan (1997)

E.2 Works Schedule

E.3 Range of Nexus/Apportionment Descriptions

Apportionment Type	Deemed Appropriate Proportion by Precinct of Apportioned Cost (%)						Apportionment Descriptions
	PC Employees	PC Residents	NW Residents	NE Residents	S Residents	Other	
1. Comprehensive	29.00	18.75	18.75	18.75	18.75		These facilities have a nexus with the incoming resident population of all areas and the incoming worker population of the Primary Centre. Developments should be levied according to the incremental increase in populations to 2021. Combined total LGA resident and Primary Centre worker populations forecast to increase 42% during 1996-2021. Total developer contribution should be 42% of cost of facility. This should be further split 25%/75% between Primary Centre Employees and other Neighbourhood residents because of the notional shared benefit of improvements between workers and residents and generally for the types of improvements proposed. This results in each neighbourhood's new residents contributing 7.9% of the total cost of improvements.
2. Comprehensive Residential		25.00	25.00	25.00	25.00		These facilities have a nexus with the incoming resident population in all neighbourhoods. Total LGA resident population is forecast to increase 34% during 1996-2021. Total developer contribution should be 34% of cost of facility. This should be further split four ways (25%/ 25%/25%/25%) between the incoming Neighbourhood residents because of the notional shared benefit of improvements between workers and residents and generally for the types of improvements proposed. This results in each neighbourhood's new residents contributing 8.5% of the total cost of improvements.
3. Open Space Acquisition – Sufficient Quantum		25.00	25.00	25.00	25.00		These facilities are designed to meet the needs of the incoming residential population only. Current populations should not be charged for their purchase as the neighbourhoods have a level of open space provision greater than the average for the LGA (approximately 4.3 hectares local/district open space per thousand residents). Consequently, new development is levied 100% of the capital cost divided evenly between the neighbourhood residents (25%/25%/25%/25%).
4. Open Space Acquisition – Deficient Quantum		25.00	25.00	25.00	25.00		These facilities are designed to meet both the needs of the incoming population and to rectify existing shortfall of open space provision in the surrounding neighbourhood. Current populations should make a significant contribution toward acquisition costs, with the incoming population's commitment being commensurate with the forecast population increase of 34%. Apportioned cost to be divided evenly between the neighbourhood residents (25%/25%/25%/25%).

		Deemed Appropriate Proportion by Precinct of Apportioned Cost (%)						
Apportionment Type		PC Employees	PC Residents	NW Residents	NE Residents	S Residents	Other	Apportionment Descriptions
5.	Neighbourhood – Part Cost				100.00 (for example)			These facilities have a nexus with the incoming resident population of a particular neighbourhood. Developments should be levied according to the incremental increase in populations to 2021. Resident population is forecast to increase 34% during 1996-2021. Total developer contribution should be 34% of cost of facility and should be levied on all new residential development occasioning a population increase in the neighbourhood.
6.	Neighbourhood – Full Cost				100.00 ¹ (for example)			These facilities are required mainly as a result of the anticipated incoming resident population growth. Consequently, new development is levied 100% of the capital cost.
7.	Primary Centre	25.00	75.00					These facilities have a nexus with the incoming resident and worker populations of the Parramatta Primary Centre. Developments should be levied according to the incremental increase in populations to 2021. Combined total Primary Centre resident and worker populations forecast to increase 49% during 1996-2021. Total developer contribution should be 49% of cost of facility. This should be further split 25%/75% between Primary Centre employees and residents because of the notional shared benefit of improvements between workers and residents and generally for the types of improvements proposed.
8.	Other						100.00	These facilities have a nexus with a particular geographic area (other than the defined neighbourhoods). Apportionment determined based on an individual analysis of the likely incremental increase in residential population of the area over the life of the plan.
9..	Primary Centre Transport	75.00	25.00					These facilities have a nexus with the incoming resident and worker populations of the Parramatta Primary Centre. The CITMAP traffic model has determined that all of the proposed works are required to meet anticipated increase in development in the City Centre and surrounds. Developments should therefore be levied for the full amount of the proposed works. This amount should be further split 75%/25% between Primary Centre employees and residents because of the notional share of demand generated by each component which occasions the need for the facilities.
10.	Plan Management	19.00	23.00	18.00	19.00	20.00	0.50	These facilities have a nexus with all neighbourhoods and both increasing resident and worker populations. A flat 5% charge is added to total projected developer levies (in each precinct category), in line with charges for plan management contained in other Section 94 Contributions Plans in comparable areas. The various appropriate proportions are calculated by adding the total of the 5% charge across all precinct categories and dividing the total pool by each precinct's demand.

Notes: PC = Primary Centre.
NW = North West Area (refer to *Figure 1*).

NE = North East Area (refer to *Figure 1*).
S = South Area (refer to *Figure 1*).
Other = Other Areas (refer to *Section 8*).
1. = 100% of apportioned cost is 100% of total cost in this instance.

E.4 Explanation of Financial Model